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12 January 1981

MEMORANDUM FOR THE RECORD

Staff Meeting Minutes of 12 January 1981

The Director chaired the meeting; Mr. Carlucci was not present. []

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The Director noted the wrap-up sessions with NFAC analysts on subjects that interest him. He said his schedule today has already changed so that at least one of the sessions with NFAC has been postponed. []

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The Director commented on today's NFIB on APEX and said that all that had to be done at today's meeting was to record the members' votes on whether we should go ahead with APEX. The Director said that after the vote it would be up to Mr. Casey and Mr. Carlucci to carry the ball. If Mr. Casey felt APEX should continue, it would be Mr. Carlucci's job to get DoD on board. The Director said he would talk to [] about APEX prior to the NFIB. []

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The Director noted that this week he will be making farewell calls on various officials. []

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The Director provided a list of substantive issues that he will be concerned with this week:

--Hostages. In response to his question, McMahon and Wortman said the Agency is prepared to act if the hostages are released. []

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--Poland. The Director recommended getting something out to provide a wrap-up of our views on the Polish situation. Clarke commented that the problem is deciding what it is we want to get out and mentioned an OSR paper on Soviet military preparations for intervention. Clarke brought to the Director's attention an [] which attempts to update the political situation. Clarke opined that it would be useful for the Director to discuss Poland with the analysts. Clarke said that an SNIE on Poland is in preparation. []

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McMahon reported that it is calm in El Salvador and that the government controls the cities. He noted that Secretary Muskie has been given authority to reduce the number of personnel in country if the situation warrants. []

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McMahon said that our Ambassador to Nicaragua has been recalled to discuss FSLN assistance. The Ambassador has stated that it is a bad time for him to leave Managua because there are two Congressional delegations in the country, but he is acceding to the Department's request. []

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McMahon said there are reports from New York and Seoul that Kim Dae Jhon will be sentenced to life imprisonment rather than be executed. []

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Fitzwater reported that [] people have retired so far and that an additional [] have asked for estimates. The deadline for retirements is 16 January. []

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Fitzwater announced that the Vice President will present the NIDSM to the Director and Mr. Carlucci today.

Hetu mentioned Jack Anderson's column on recruitment which appeared in today's Washington Post (attached). []

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Clarke said that Under Secretary of Defense for Policy Komer called Friday and asked that the page on the Far East which appears in the draft semiannual report to the President on U.S. and Soviet Forces be deleted. Clarke said he did not speak to Komer but would call him today and tell him he would not delete that page. The Director concurred. []

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Clarke passed a note to the Director on NIE 11-3/8 and discussed with him DIA's request to have their views published in Volume I. The Director said that this was inappropriate and instructed Clarke to continue the preparations for publication of the NIE. []

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Hitz reported that Jack Blake has been confirmed as Majority Staff Member for the SSCI. Abram Shulsky was confirmed as the Minority Staff Member. []

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Hitz will meet today with Mr. Casey to prepare him for his confirmation hearings on 13 January. []

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Hitz noted that HPSCI has not been reorganized yet. []

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In response to his question, Silver told the Director there was nothing new to report on the Colby case.

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Koehler reported work on the budget book is coming along and it would be ready for the Director's perusal on 13 January.

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Attachment

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ARTICLE APPEARED
ON PAGE C12

THE WASHINGTON POST
12 January 1981

JACK ANDERSON

CIA's Recruiting Methods Sour Many

The Central Intelligence Agency's recruiting methods have soured many applicants who can't understand why they have been denied employment in the spook shop.

Some of them, in their frustration, have called my office for help in landing jobs with the CIA — an action which, in itself, raises serious doubts about their grasp of reality and suitability for the spy business.

Nevertheless, their complaints bore looking into, because the disappointed applicants suspected they were turned down on grounds of race, gender or religion, or perhaps a skeleton in their family closet, or failure to pass the agency's highly intimate lie detector test.

My associate Dale Van Atta has investigated the CIA's recruitment practices, tapping more than a dozen sources in the intelligence community. He has found evidence of a systematic, and disturbing, policy aimed at hiring a particular type of person — and only that type. What the agency wants are people who are bright, but not too bright, imaginative, but not creative, sociable and action-oriented — but above all, obedient.

In short, the CIA wants team players, not boat rockers. "Everybody's cut from the same cookie mold now," observed one high-level CIA official. "They're looking for conformists, people who are imaginative, but not too pushy."

Some oldtimers clearly mourn the passing of the derring-do days of the 1950s and 1960s, when enterprising agents could bring off dramatic intelligence coups. Admittedly, of course, this free-wheeling attitude also brought its share of disasters, like the Bay of Pigs and some preposterous assassination attempts.

One veteran CIA man illustrated the difference between yesterday's romantic spirit and today's button-down mentality by noting that many accepted applicants' first question is what their pension will be.

The CIA's quest for team players has been codified for bureaucratic reference under a psychiatric method called the Personality Assessment System, or PAS. The method is no secret, but its use by the agency in recent years has been kept secret.

CIA sources say the recruiters look for what PAS describes as the Externalizer-Regulated-Adaptive personality. According to a 28-page CIA manual, the Externalizer "tends to be an active individual more interested in doing than thinking... [who] must exert considerable effort when compelled to work with ideas... is practical, concrete and works by 'feel' or by trial and error."

The Regulated type "learns procedures easily and often by rote... [and] does not insist upon perspective... seeing the world in ordered 'blacks and whites.'"

An Adaptive type is "chameleon-like... magnetic, charming, captivating, a person who moves easily in a variety of social situations."

One source said the sought-after individuals are "like infantrymen who have enough training and ability to handle their increasingly complex weapons, but who are not so flexible as to be able to question orders — the individuals who perform without asking why."

All this does not mean the CIA is staffed solely with unthinking robots. Some superb agents still make it through the PAS regimentation, and many senior officials still provide the questioning, imaginative leavening needed by an intelligence agency.